PUBLIC SERVICE. PUBLIC FOCUS.

2009
Public Service
Annual Report

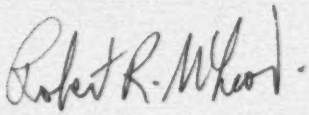
Government of the Northwest Territories

Northwest Territories

THE HONOURABLE PAUL DELOREY
SPEAKER OF THE LEGISLATIVE ASSEMBLY

It is my pleasure to present the Public Service Annual Report for the 2009 calendar year on the management and direction of the Public Service of the Northwest Territories in accordance with the *Public Service Act*.

Sincerely,



The Honourable Robert R. McLeod
Minister of Human Resources

National Library of Canada Cataloguing in Publication Data
Government of the Northwest Territories - Department of Human Resources

Public Service Annual Report - 2009
Annual.
ISSN# 1202-6646

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The primary source for statistics in this report is the Human Resource Information System (HRIS) to December 31, 2009, and reflects the data at the time of reporting. Any retroactive staffing action taken after the data have been collected may not appear in the data presented. "Employee" means someone on payroll (not terminated), occupying an active position, including those on paid or unpaid leave such as maternity, parental, personal, education, disability, or retirement.

Employee data are based on indeterminate (regular) and term (temporary) employees occupying an established position and does not include casual (hourly) workers unless otherwise indicated. Employees are included in the following employee groups: Deputy Ministers, Senior Management, Excluded, NWT Teachers' Association and the Union of Northern Workers.

The Workers' Safety and Compensation Commission and the Northwest Territories Power Corporation, as independent agencies, produce their own annual reports and therefore information on these agencies is not included in this report.

This report is available at the following website:

- http://www.hr.gov.nt.ca/library/

For more information on the GNWT, please visit:

- http://www.gov.nt.ca

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MESSAGE FROM THE MINISTER

As Minister of Human Resources, I am pleased to present the 2009 Public Service Annual Report. This report provides information on the management and direction of the public service in the Northwest Territories (NWT) and has been prepared in accordance with the *Public Service Act*.

The Government of the Northwest Territories' (GNWT) public service faced considerable challenges and opportunities throughout 2009. As the year progressed, the national economic landscape altered substantially, resulting in changing expectations and uncertainty among many people in the North. Increased demands on the government to provide high quality programs and services while minimizing costs put great pressure on the public service to operate efficiently and effectively. A highly competitive labour market, shortages of skilled and professional workers among certain occupations, and an increasingly aging workforce, posed additional human resource challenges to the public service.

To respond to these challenges, and to address its long term needs, the GNWT unveiled *20/20: A Brilliant North* The NWT Public Service Strategic Plan (*20/20: A Brilliant North*) in 2009. Developed through broad consultation with employees, unions, Members of the Legislative Assembly, community and Aboriginal governments and other stakeholders, this comprehensive plan will guide the GNWT with its human resource planning over the next 10 years.

The Department of Human Resources (DHR) made considerable progress implementing the initial objectives of *20/20: A Brilliant North*. To stabilize service delivery, a four person transition team was created, tasked with reviewing and streamlining human resource processes with a view to reducing administrative backlogs. In order to provide greater human resource support for our regions, existing resources were reconfigured to create two regional superintendent positions. The Aboriginal Employees Advisory Committee was established to provide advice on increasing the number of Aboriginal employees hired and retained by the GNWT. The Department began testing an evaluation and development pilot program aimed at identifying employee learning and development needs. The Department also completed the first phase of eRecruit, a new online recruitment module which will allow people from all over the North and the world to view and apply for government positions online and to track the status of their applications.

The GNWT public service must adapt to the changing social, political and fiscal realities of the Northwest Territories (NWT) by evolving as an organization. Even more so during uncertain economic times, governments require a competent, sustainable public service, in order to deliver quality programs and services to residents. To this end, the GNWT continues to strive to sustain a public service that attracts and retains the best and the brightest people who are committed to their professions, their communities and the people they serve. I would like to thank our employees for their hard work in meeting these challenges and I look forward to building on our strong foundation in the coming year.

PURPOSE OF PUBLIC SERVICE

Government of the Northwest Territories

The GNWT public service is responsible for the delivery of GNWT services to the people of the NWT including health care, corrections, housing, education, income support services, fire management, land and property, airports and highways. The mission and vision of the public service of the GNWT, as defined in *20/20: A Brilliant North* are as follows:

Mission
To provide excellent service to the people of the Northwest Territories

Vision
Excellence, innovation and commitment are the touchstones of our service to the public

Department of Human Resources

The Minister responsible for the public service, who is also the Minister of Human Resources, is accountable for the management and direction of the public service in accordance with Section 3(1) of the *Public Service Act*. As such, the DHR is tasked with providing the tools and resources to support this corporate goal for the GNWT.

The mandate of the DHR is to provide leadership and direction to the public service in all areas of human resource management. Fulfilling this mandate involves the recruitment and retention of a competent public service that is representative of the people it serves, the development of programs and services that effectively serve the human resource needs of the public service, and the creation of a work environment that promotes employee development, safety and wellness and that provides for positive labour/management relations. The DHR is guided by its mission and vision:

Mission
Supporting excellence in the GNWT public service through the delivery of innovative, quality human resource services.

Vision
Connecting with our clients to provide leadership and excellence in human resource management.

Goals
- Support to management's human resource decision-making that results in productive and positive human resource management practices.
- Integrated, client-focused programs and services that are simple, timely and consistent.
- Streamlined and simplified administrative systems and processes.
- Recruitment and retention of a capable, competent public service that is representative of the people it serves and that focuses on results.
- A work environment that promotes employee development, safety and wellness and that offers an opportunity for positive labour/management relations.

The DHR plays a central support role in all HR-related functions, while supporting individual departments of the GNWT in determining their own operational needs. With the support of the DHR, individual departments set recruitment priorities, develop individual succession and workforce plans, and manage employee development plans within the overall corporate framework.

In addition, departments bear final responsibility for actualizing and implementing human resource policies, guidelines, and procedures developed by the DHR. To ensure that all human resource policies and guidelines are effectively and consistently meeting departmental requirements, they are reviewed and approved by the Deputy Ministers' Human Resource Committee, consisting of Deputy Heads from every department.

For Additional information on the structure and function of the DHR, please see Appendix 1.

20/20: A Brilliant North, the NWT Public Service Strategic Plan

20/20: A Brilliant North, was released June 5, 2009, in the Legislative Assembly by the Honorable Robert R. McLeod, Minister Responsible for the public service. This highly anticipated strategic plan clearly communicates the actions needed to strengthen human resource services, planning and management, thus supporting the GNWT's strategic priority of effective and efficient government through the delivery of public services with a public focus.

The DHR is the lead in facilitating, driving and implementing the actions; however, its intent is to do so in full partnership with GNWT departments and agencies who have a vested stake in ensuring a strong, vibrant, representative public service.

20/20: A Brilliant North includes both a strategic plan which acts as a framework to illustrate the mission, vision, long-term strategic goals and key initiatives; and a detailed supporting three-year Action Plan which identifies the actions, timeframes and measurable performance results required to make continued progress in implementing the strategic plan. The action plan is intended to be a living document that will aim to implement the goals of the strategic plan, while remaining flexible enough to respond to relevant opportunities and priorities as they emerge.

"This plan allows the GNWT to proactively work toward the continued development of our most treasured resource: our employees. When fully implemented, this plan will guarantee that our service to our public, the people of the North, is the best in Canada," said the Honorable Robert R. McLeod.

In addition to supporting development of the GNWT public service, *20/20: A Brilliant North* includes plans to work in collaboration with Aboriginal and community governments to strengthen and build the capacity of the broader public service that supports these governments across the NWT.

Successful negotiation of a new Collective Agreement with the Union of Northern Workers

At the start of negotiations, the GNWT outlined its goals for the process with the intent being that these goals would be aimed for collaboratively with the UNW.

1. *Developing a sustainable public service:*

   This means balancing the need for fiscal restraint with the need to invest in our employees. We need to be able to attract employees into the public service, and find ways to ensure that they want to stay.

2. *Offering a competitive compensation package:*

   While we need to live within our means, we also need to ensure that our compensation package is attractive enough to compete with other employers, especially in western and northern Canada. Being competitive is not just about pay – it also means providing a workplace that offers a balance between work and personal life, emphasizes safety, and provides opportunities for growth and development.

3. *Recognizing that the cost of living is a concern for NWT residents:*

   Addressing the cost of living for all NWT residents is a stated priority of the Government. Our employees will look to the terms of employment contained in the collective agreement as one means of coping.

4. *Negotiating a collective agreement that is clear and understandable, and treats employees fairly and equitably:*

   The GNWT is seeking a collective agreement that offers fair and equitable treatment of all public service employees. The collective agreement must also give managers and employees clear and practical solutions to guide the day to day smooth operation of government.

When the Agreement was finalized in April 2009, agreement had been reached on some significant positive changes for UNW members. These include:

The addition of 1 step to the maximum of the salary ranges in both 2010 and 2011 (approximately 2.5% per step) resulting in a total of 8 steps instead of the former 6. A large number of GNWT employees have reached the maximum step of the salary grid (step 6) and will receive additional salary increases in both 2010 and 2011.

Mandatory leave without pay (4 days) where the employer shut down its operations between Christmas and New Years were transformed into leave with pay. If employees were unable to take this leave due to operational requirements, they could take it at other times. These days have now been turned into mandatory leave with pay days increasing employee compensation by another 1.532%.

As a participant in the Federal Government's Public Service Superannuation Plan, the GNWT also participates in its Public Service Health Care Plan and its Public Service Management Insurance Plan.

The GNWT agreed to an increase in the annual maximum for the combined basic and major dental services and the lifetime maximum for the orthodontic services.

Reaffirmation and celebration of the importance of a representative Public Service in the NWT

A consistent direction for more than two decades has been the development of a northern public service that is representative of the people it serves. Existing programs that are aimed at the development of a northern workforce are being evaluated and, where necessary, adjusted. New, innovative programs are being developed and implemented to increase the representative nature of the GNWT and reaffirm that the GNWT is an employer that values diversity.

Premier's Award for Excellence and Collaboration – 2009 Recipients

Congratulations to the recipients of the 2009 Premier's Award for Excellence and Collaboration – three individuals, three groups and two collaborations were recognized for the vision, innovation and dedication of their efforts to provide exemplary services to the residents of the NWT. In addition to the award winners, a number of other nominations were made of worthy candidates who have worked hard to make a notable contribution.

PREMIER'S AWARD FOR EXCELLENCE AND COLLABORATION RECIPIENTS - 2009

Individual Award Recipients: Mr. Scott Alexander, Ms. Dawn McInnes, Ms. Beatrice E. Lepine

Beaufort Delta Early Learning Development Skills Team (Education, Culture and Employment & Beaufort Delta Health and Social Services Authority): Ms. Shona Barbour, Ms. Kayla Abrams, Ms. Angela Phenix, Ms. Danielle Nason, Ms. Lisa Loo

Don't Be a Number Campaign (Workers' Safety and Compensation Commission): Ms. Amy Doerksen, Mr. Steve Dicks, Ms. Danielle Walsh, Ms. Melanie Walters, Ms. Susan Abernethy, Ms. Cara Benoit, Ms. Judy Kainz, Ms. Jenine Cecile Bodner, Mr. Dave Grundy

Sahtu Art Development Project (Industry, Tourism and Investment): Mr. Nazim Awan, Ms. Leanne Taniton, Mr. Andy Short, Mr. Antoine Mountain

Underground Miner Training Program (Aurora College Yellowknife and Partners): Mr. Robert Ward, Ms. Hilary Jones, Mr. Michael Conway, Mr. Altaf Lakhani, Ms. Kelly Arychuk, Mr. Grant Douziech, Rio Tinto Diavik Diamond Mine, Mr. Roy Erasmus Jr., Ms. Katherine Bruce, Ms. Catherine Boyd

NWT Youth Ambassadors Program (Municipal and Community Affairs and Partners): Ms. Mellissa Wood, Mr. Greg Hopf, Mr. William Greenland, Mr. Jan Larsson, Ms. Sharon Anne Firth, Mr. Deneze Nakehk'o, Mr. Colin MacPherson, Mr. Shane Thompson, Ms. Dawn Moses, Mr. Donald Kuptana, Mr. Brendan Callas, Mr. Gary Schauerte

CURRENT ENVIRONMENT

As of July 1, 2009, there were 43,439 people residing in the NWT, representing a very slight increase since the previous year (0.36%). The population is spread over a 1.18 million square kilometre area consisting of rugged mountains, forests, and tundra dispersed with numerous wild rivers feeding thousands of unspoiled lakes. An abundance of resources supports an economy based largely on diamonds, gas, oil and tourism.

Governance

The Legislative Assembly of the Northwest Territories has 19 members and functions in much the same way as a provincial legislature, except that there are no political parties. Operating under a consensus system, six Ministers and a Premier are elected by the members of the Assembly to form the Executive Council, also called the Cabinet. There is a Commissioner who fulfills a role similar to that of a Lieutenant Governor in the provinces.

Several Aboriginal governments are currently negotiating lands, resources and self-government agreements. New systems of governance are emerging on the northern political landscape as agreements are finalized and implemented. There will be new regional and community systems of governance, some representing a combination of Aboriginal and public governments, with others being Aboriginal government only.

Like other governments, the GNWT faces continuous change, based on social, economic, political and fiscal realities. As well, the employer must manage a work environment that has 11 official languages (all but two of which are Aboriginal) and respects cultural differences and the unique social conditions of the North.

The GNWT also operates in a politically charged and sensitive environment. Any major changes to human resources programs require support from Members of the Legislative Assembly, senior leadership and potentially members of the public.

These challenges are recognized in the priorities of the 16th Legislative Assembly, which has, as part of its strategic initiatives, a priority to "improve human resource management within the GNWT through training, career planning, and encouraging innovation by employees."

The release of *20/20: A Brilliant North, NWT Public Service Strategic Plan*, seeks to address the challenges facing the public service in a methodical and planned manner that is transparent and collaborative with other government employers in the NWT.

Economy

National and international economic volatility has had a reverberation throughout the NWT and had an impact on our labour market. Within the context of these ups and downs, DHR is still competing significantly with neighboring jurisdictions and southern employers for knowledgeable, skilled staff. Nation-wide, there are severe labour shortages in some occupational groups. While the nursing shortage has received much attention, there are other skilled occupational areas that are also very difficult to recruit.

The NWT economy continues to evolve, creating challenges for the GNWT in recruiting and retaining employees. Resource sector opportunities abound as do jobs in service and support fields. While the GNWT's overall compensation package is competitive, some sectors offer more short-term benefits which may be attractive to a section of the workforce.

While the number of northerners with post-secondary education or specialized training and experience is increasing, the demand for these individuals has also grown.

Demographics

In 2009, the overall labour force within the NWT, which includes all people over 15 years of age who are employed or actively seeking employment, represents approximately 70.7% of the adult population. This represents a slight decline from previous years (74.8% in 2008; 77.9% in 2007 - ***from the GNWT Bureau of Statistics website – Population 15 & older by Labour Force Activity 2001-2009)***

For the GNWT specifically, there are a number of demographic issues that have an impact on the public service. The current GNWT workforce is aging and there is a strong need to plan for both the development of staff and the transfer of corporate knowledge between experienced staff and those newer to the organization. The aging of the general population will change the demands on GNWT programs, which also needs to be anticipated in the staffing mix.

Among existing employees and potential recruits, there is an expectation of work-life balance. This is demonstrated through the regular use of programs such as the Deferred Salary Leave program and flexible work arrangements. Many employees also have expectations of the ability to engage in volunteer activities in their communities. The GNWT must continue to explore ways of providing this balance while ensuring program and service delivery to NWT residents.

In some employee groups, there is an increasing interest in short-term or casual work, creating pressure on departments, boards and authorities to regularly fill positions and create systems that allow for continuity of service to clients despite different service providers.

The GNWT has shown an increased focus on the promotion and advancement of diversity in the past year. The GNWT is committed to a public service that is representative of the population it serves. The GNWT continues to strive in its efforts to achieve this, both through the long-standing Affirmative Action Policy and various other new initiatives that have been introduced in the past year.

Strategic Context

20/20: A Brilliant North, the NWT Public Service Strategic Plan sets the context for the actions of both the DHR and the GNWT in advancing excellence in the public service. As such, the context for reporting on the public service in 2009 will be framed through the five key themes that comprise the Strategic Plan.

Stabilize Service Delivery (Goal #1: Fixing the Foundation)

There has been widespread recognition across the GNWT that a fundamental goal of 20/20 must be to stabilize the core transactional human resource services. To this end, a great deal of work was initiated in 2009 to meet this goal.

Administration and refinement of Human Resource transactions - An important factor in the retention of employees is ensuring that the basic human resource functions are administered in a timely and accurate manner. This includes payroll, leave and benefits administration as well as the technical aspects of recruitment. As part of overall transformation efforts, the DHR is focusing on increasing the skills of human resource employees and making significant changes in the organizational structure, human resource processes and technology.

Since creating the DHR in 2005, the GNWT is starting to see progress in the quality and consistency of the human resource services that are being provided. Human Resources staff are collaborating with program managers to meet each department's organizational needs while maintaining a consistent corporate approach for the GNWT

Technology – A major component of this work is to improve the use of the underlying technology (PeopleSoft Human Resource System) through full utilization of the tools within the existing version, as well as plan for an upgrade and conversion that will enhance the system to derive maximum benefit.

As part of the GNWT's initiative to implement an automated and technologically current business structure, the DHR has committed to implementing a talent acquisition application and tracking system known as eRecruit. Phase 1 of eRecruit was implemented in 2009, with phases 2 and 3 coming in the 2010-11 fiscal year.

Once the three-phase implementation process has been completed, eRecruit will streamline the application process for applicants, and provide a comprehensive job candidate application platform for GNWT departments and the DHR.

In addition, DHR is working to develop fully integrated technological tools to support both potential and current employees in all areas of the employment experience – attraction, recruitment, orientation, performance planning, rewards and recognition, training/ learning, retention, talent management, succession planning and workforce planning.

Attraction and Recruitment (Goal #2: Engage – Magnetic Attraction)

Recognizing our goal of making the GNWT the employer of choice in the NWT, there are a number of strategies that will be required to continue to attract and engage great people across the entire public service.

Recruitment and Selection - A number of innovative strategies around recruitment and marketing have been identified in the *20/20: A Brilliant North* Action Plan. Work is underway to review and update recruitment and marketing strategies, and targeted recruitment strategies for hard to attract occupations will be initiated in 2010.

The Action Plan for *20/20: A Brilliant North* includes actions to promote the development and advancement of Aboriginal employees and persons with disabilities in order to create a representative public service.

Appeals – Since changes to the Staffing Appeal Regulations in 2006, independent Staffing Review Officers hear staffing appeals and broadening union, excluded and senior management positions at the director level can now be appealed. As a result of these changes, applicants with appeal rights have the opportunity to confirm that staffing guidelines and policies are being followed correctly. While adding to the transparency and objectivity of the process, these changes create opportunities for delays in recruitment, should an appeal be launched. Balance must be sought and timeliness upheld where there are appeals.

Marketing the NWT – promoting the benefits of the northern lifestyle and work environment in a balanced and accurate way is a key part of marketing the GNWT as an employer of choice. Both the many advantages and potential disadvantages of living in the north should be addressed. Incentives such as complex and challenging work, opportunities to become involved in decision-making and make a difference, competitive full compensation packages, ensure work life balance, easy access to outdoor recreation and cross-cultural exposure are all positive recruitment factors.

Recruitment and attraction strategies are now beginning to align with what the GNWT's strengths are as an employer and these attributes are reinforced through targeted messaging. It has become increasingly important to ensure the GNWT is attracting the right individuals in order to reduce recruitment costs through increased retention rates. A stronger focus on retention will lead to a more stable and consistent workforce. The integration of marketing strategies and concepts into recruitment strategies is an innovation that the GNWT will continue to build upon.

Image of the Public Service – In governments across Canada and around the world, and throughout the corporate community, corporate identity is seen as a valuable commodity. This is a combination of an employer's vision, business objectives, the strategies and initiatives used to reach its goals and the shared values of the organization and its people.

The Government of the Northwest Territories' visual identity, embodied in the polar bear and the territorial shield logos, is the visual cue that people and businesses use to identify with the territorial government. While the GNWT's polar bear logo is central to its visual identity, visual identity is much more than simply the logo. The GNWT has developed significant recognition value (brand equity) in its approved logos through their use over time. This strong, consistent visual identity reinforces the image of the GNWT within the NWT, throughout Canada and around the world. The GNWT is using this to its advantage to promote job opportunities through web based portals. For example, Practicenorthwest.com is part of an internet based campaign promoting health occupations with the NWT Health and Social Services system. The campaign includes the use of job boards, association websites, and social media techniques like a Facebook campaign and blogging opportunities.

Engagement and Retention (Goal #3: Dazzle – Diverse Opportunities)

The GNWT recognizes that retention of employees in large part depends on sustaining a work environment that champions health and wellness, good relationships, and advances personal and corporate goals for environmental sustainability.

Retention - The Strategic plan identifies targets for a variety of initiatives, including orientation, performance planning, rewards and recognition, learning and development, talent management, succession planning, workforce planning, and cross-cultural awareness. DHR has created an Employee Development and Workforce Planning Unit with the mandate to ensure a suite of programs to attract, engage and retain employees.

Respectful Workplace - The stabilization of the DHR has also allowed the Government to dedicate positions to conduct workplace investigations and to address employee health and wellness. Investigations into workplace issues are now dealt with in a more timely and consistent manner, with better support to managers and employees in these situations.

Health and Wellness - There is now a health and wellness resource available to assist managers and employees with difficult situations, such as employees who return to work after an extended absence due to illness. Finding ways to address workplace accommodations to deal with disabilities has also improved.

The DHR lead the creation of a Health and Wellness Framework and Strategy in the next two years actively ensure a healthy and safe work environment for the public service. As part of the strategy, DHR will develop an ongoing monitoring system to study the causes of absenteeism.

The GNWT also works closely with the Employee and Family Assistance Program provider to offer a suite of workplace health and wellness programs, as well as employee and family counseling.

Ongoing Information - There has also been a significant improvement in the clarity regarding employee entitlements to different types of leave. The amount of GNWT-wide staff training has also gone up. These are internal, low-profile changes, but they begin to address the basic concerns which led to the amalgamation of human resource services.

Learning and Development (Goal #4: Inspire – Expanding Horizons)

The importance of continuous growth and development – personal, collective and cultural – are key values that the GNWT recognizes and will strive to advance through a variety of approaches.

Learning and Development Plans - The GNWT will develop a Learning Plan and Career Plan Cycle for employees. By 2011, the goal will be for all GNWT employees to have learning and career plans, which are linked to their Performance Appraisals. Within the next year, DHR will develop a set of core competencies for GNWT employees.

Strategies to develop employees include: expanding developmental programs including, internships and summer student and apprenticeship programs, use of web seminars and other forms of technology to deliver training in the regions, creation of an orientation manual and video, providing departments with more opportunities to manage training and development (including temporary transfer assignments), and developing and implementing a formal mentorship and coaching program. Currently, learning and development opportunities are informal and there are discrepancies among departments in the quality and number of training opportunities. Most training is conducted in Yellowknife and the remoteness or lack of support for travel costs make traveling to Yellowknife difficult.

Aboriginal Employee Development - Aboriginal Leadership and Training Programs will be developed for Aboriginal employees at all levels within the GNWT to promote excellence and advancement. As well, partnerships between the DHR and other key government departments will be fostered in learning and development, and as well, to promote the GNWT as a desired employer.

The GNWT is making investments in Organizational Learning and Training Programs, with an emphasis on leadership skills, and alignment of learning with talent management. DHR will begin work on a Performance Management Program, in alignment with our learning process in the next year. A key aim is to develop Aboriginal northerners for leadership and management roles. As well, DHR is focusing on employee satisfaction and engagement including the provision of a quality and healthy workplace environment.

Arising from *20/20: A Brilliant North. NWT Public Service Strategic Plan*, a Learning and Development Strategy will be developed. Significant investments in organizational learning and training programs will be needed. The key challenge in training and development for the GNWT is to ensure consistent funding is available. DHR will need to be innovative and provide non-traditional training opportunities such as transfers to other departments and web-training, creating various training, mentorship and orientation programs.

Leadership Development - The Public Service Leadership and Management Development Program, in partnership with the University of Alberta is aimed at emerging, middle and senior managers. The content of each program is adapted to the specific level of management.

Success and Succession (Goal #5: Renew – Charting a Path for Tomorrow)

Demographic projections clearly indicate a turnover in management positions in the next 5 – 10 years. Therefore, GNWT recognizes that it needs to prepare for this transition through a range of strategies including corporate knowledge transfer, succession planning, talent management, and workforce planning.

Corporately, investments are being made in Organizational Learning and Training Programs, with an emphasis on leadership skills, and alignment of learning with talent management. DHR has begun work on a Performance Management Program, in alignment with our learning process. A key aim is to develop Aboriginal northerners for leadership and management roles. As well, DHR is focusing on employee satisfaction and engagement including the provision of a quality and healthy workplace environment.

Opportunities for advancement, personal and professional growth, continuous challenge and career growth are available in the GNWT, and it is recognized that more formal supports in career-path for employees needs to be developed.

Occupational Categories

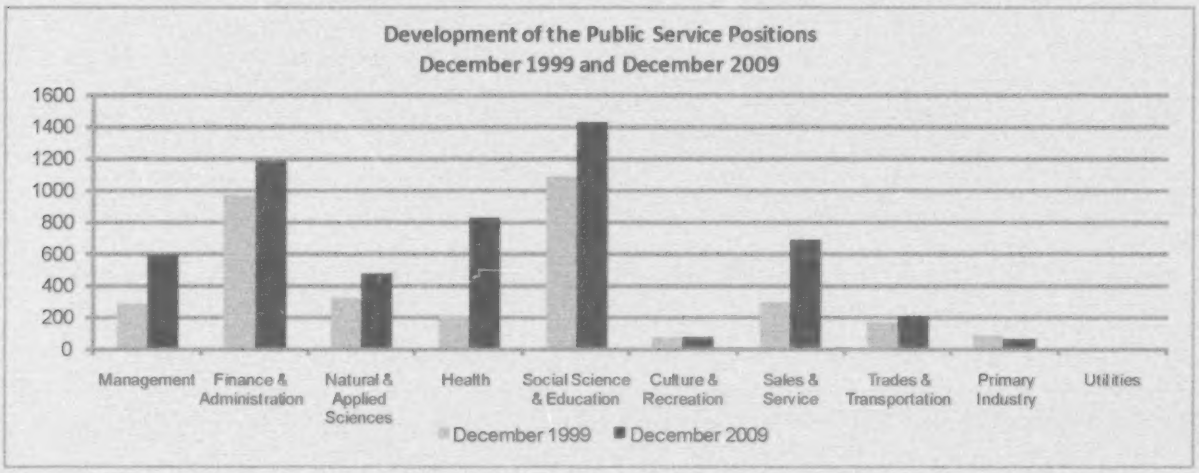
The GNWT assigns an occupational designation to each position based on the National Occupational Classification (NOC) system. This designation is then used to classify occupational data and compile, analyze and report information about occupations in the public service.

The public service is composed of a wide range of jobs. Examples of the positions found within each occupational category include:

- **Management:** Deputy Minister, Program Director and Regional Superintendent.
- **Business, Finance & Administration**: Finance Officer, Human Resource Officer and office support staff.
- **Natural & Applied Sciences & Related Occupations**: Engineer, Biologist and Renewable Resources Officer.
- **Health Occupations**: Registered Nurse, Medical Lab Technician and Certified Nursing Assistant.
- **Occupations in Social Science, Education & Government Service and Religion**: Community Social Services Worker, Teacher, College Instructor, Legal Counsel and Economic Development Officer.
- **Occupations in Art, Culture, Recreation & Sport**: Librarian and Youth Worker.
- **Sales and Service**: Correctional Officer, Classroom Assistant and Custodial Worker.
- **Trades, Transport and Equipment Operators and Related Occupations**: Mechanic and Equipment Operator.
- **Occupations Unique to Primary Industry**: Fire Crew Member.
- **Manufacturing and Utilities**: Municipal Works Officer and Water Plant Operator.

Occupational categories show the general distribution of positions and employees within the public service. The occupational distribution of employees by gender, Aboriginal status, average age, average salary and average length of territorial public service can be seen. These data are used to monitor and compare workforce changes and trends that assist management in developing human resource policies and procedures to meet current and future needs.

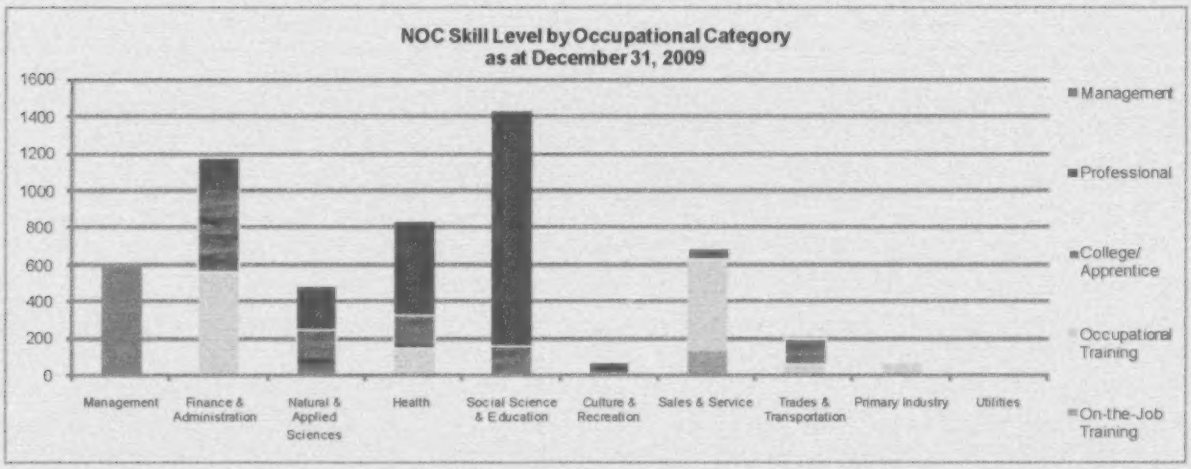
The following graph shows the number of positions by Occupational Category as of December 1999 and December 2009. The largest area of growth was in Health, with the addition of health care clinics and relief positions to the public service.



National Occupational Categories Skill Level

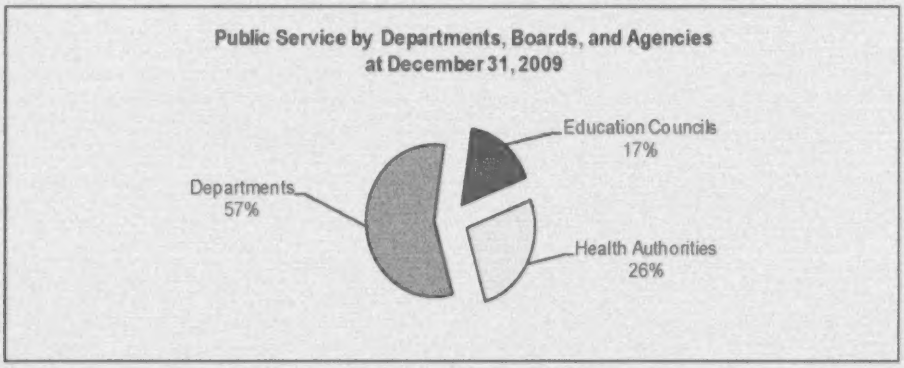
The National Occupational Classification (NOC) system can be broken out by skill. The skill levels and percentages of the Government of Northwest Territories public service with examples are as follows:

- **Management (10.7%)** - Managers, Directors, Principals, Regional Superintendants, Assistant Deputy Ministers, Deputy Ministers
- **Professional (40.1%)** - Teachers, Registered Nurses, Social Workers, Counsellors College Instructors, Human Resource Officers, Benefit Officers, Finance Officers, Lawyers, Wildlife Biologists, Public Affairs Officers
- **College/Apprentice (21.8%)** - Administrative Assistants, Secretaries, Licensed Practical Nurses, Allied Health Professionals, User Support Technicians, Finance Officers, Renewable Resource Officers
- **Occupational Training (24.9%)** - Accounting/General Administrative Clerks, Corrections Officers, Youth Officers, Firecrew Members, Classroom Assistants, Towerpersons, Highway Maintenance Operators/ Engineers
- **On the Job Training (2.5%)** - Custodians, Janitors, Security Guards, Housekeepers/Kitchen Helpers



COMPOSITION OF THE PUBLIC SERVICE

At the end of December 2009, there were 4,615 employees in the public service. Approximately 57% of employees were located in departments (including Aurora College and NWT Housing Corporation), with approximately 17% in the Divisional Education Councils and 26% in the Health and Social Services Authorities. These data have remained consistent since 2008 with no overall percentage change.



The majority of employees were members of the UNW - 74.1% and the NWTTA - 11.3%. Excluded employees accounted for 10.5% of the public service, while senior management made up 4.1%.

Approximately 48% of employees were employed in Headquarters, 16% were employed in the Beaufort Delta Region, 8% were employed in the Dehcho Region, 18% were employed in the Fort Smith Region, 5% were employed in the Sahtu Region and 5% in the Tlicho Region.

Female employees comprise the majority of the public service at 64.5%. Males make up only 35.5% of the public service. Of the 198 National Occupational Unit groups that comprise the public service, there are 22 groups that are male dominated (designated non-traditional occupations) and 46 groups that are female dominated. This imbalance may be a cause for concern in the near future.

The ratio of management (middle and senior managers based on positions with a four-digit National Occupation Classification (NOC) code starting with 0) to employees within the public service is 11.7%, which is approximately 9 employees to every manager. This compares to 11.6% for the weighted average of all other jurisdictions, with 13.3% being the highest and 7.0% the lowest.

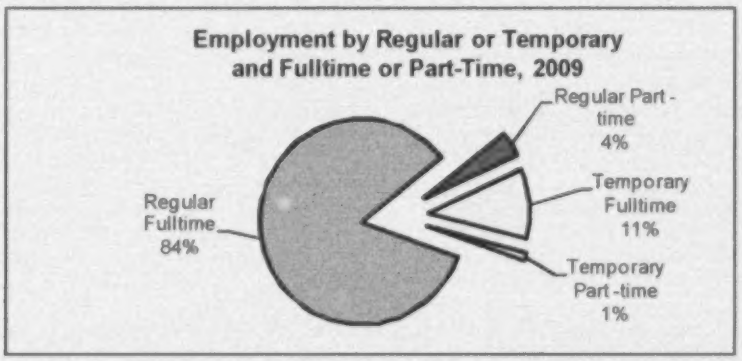
The average age of employees has remained stable at 44 years. The length of service of employees, 8.2 years, represents a slight increase over 2008 when it was 7.9 years. Average salary has increased in that same timeframe by $2,100.

	Number of Employees	Average Age	Average Length of Service	Average Salary
All Employees	4,615	44.0 years	8.2 years	$78,305
Indigenous Aboriginal Employees	1,431	44.5 years	9.1 years	$68,746
Indigenous Non-Aboriginal Employees	555	42.7 years	11.6 years	$84,034
Non-Aboriginal Employees	2,629	44.0 years	7.0 years	$82,299
Female Employees	2,976	43.4 years	7.8 years	$74,197
Male Employees	1,639	45.1 years	9.0 years	$85,765

Employment Type

Those hired as fulltime, but not shift work, usually work a standard work week of 37.5 or 40 hours. Part-time employment is for less than a standard work week. Those hired for a regular (indeterminate) period of employment have no set termination date. Temporary (term) employment is for a specific period, at the end of which their employment ceases. The majority of employees are hired on a regular and fulltime basis but arrangements such as job-sharing allow individuals to be hired on a regular and part-time basis in an effort to balance personal and work commitments. For the same reason, the GNWT will also consider an employee's request to work flexible or staggered hours between 07:00 and 18:00.

Relief workers are employees who work on an "as and when" shift. They tend to cover off indeterminate employees who have gone on some type of leave (sick, special, education, etc.) Of the 4,615 employees in the public service 297 (6.4%) are relief. Also within the public service there were 118 (2.6%) employees who work only during certain times of the year as seasonal employees.


Employment by Regular or Temporary and Fulltime or Part-Time, 2009
Regular Part-time 4%
Temporary Fulltime 11%
Temporary Part-time 1%
Regular Fulltime 84%

Inactive employees are employees who have gone on some type of leave (with or without pay) during the year such as education leave, maternity leave, disability leave, parental leave, etc. Of the 4,615 employees in the public service there were 305 (6.6%) inactive employees.

At the end of 2009 there were 4,615 employees in positions. Of these, 4,042 (87.6%) employees were working in a regular position, while 573 (12.4%) were working in a temporary position. Looked at another way, 4,373 (94.8%) employees were in fulltime positions, while 242 (5.2%) held part-time positions. These data have remained consistent since 2008 with no overall percentage change.

Retention Rate

Employee retention is the measure of employees retained by the public service. In 2009, the employee retention rate was 86.7%.

Work Absence Rate

The work absence rate provides a measure of the average number of days employees are absent from work (with or without pay), due to illness, disability/injury, or personal/family responsibility for at least one half day, but less than a year. The work absence rate excludes non-controllable absences such as annual, statutory holiday, bereavement/death in family, jury duty and leave of absence for maternity/parental/adoption. In 2009, the work absence rate for the public service was 12.0 days per employee. This compares to 9.0 days in the Private Sector and 11.8 days in the Provincial Administration.

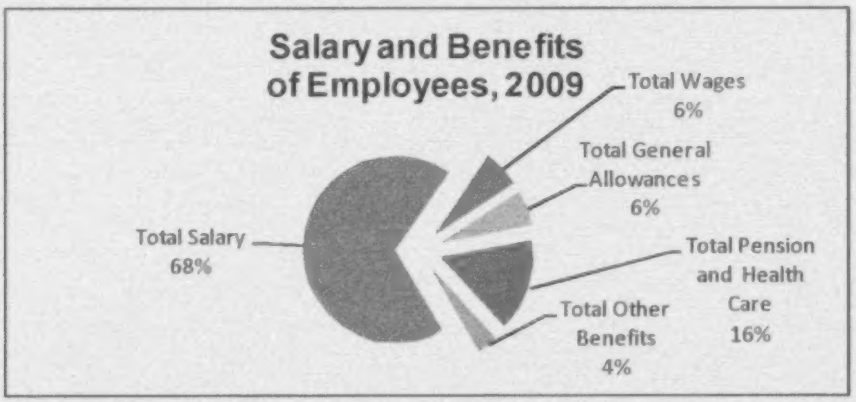
Accession and Turnover Rates

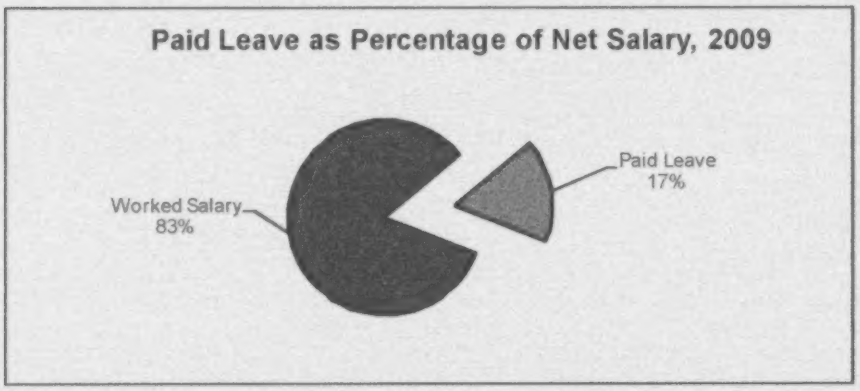
Accession measures the rate of hires to payroll. It represents the number of hires as a percentage of the average number of employees occupying an established position in a year. In 2009, the annual employee accession rate was 14.5% (see table on page 38).

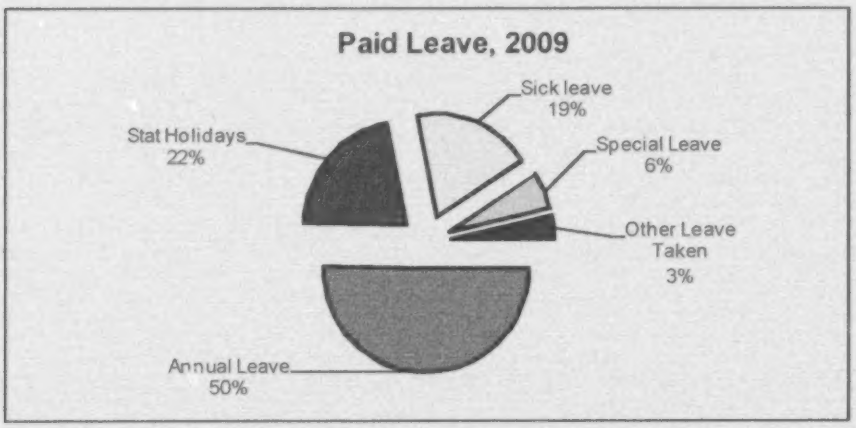
Turnover measures the rate of separations from payroll. It represents the number of terminations as a percentage of the average number of employees occupying an established position in a year. In 2009, the annual employee turnover rate was 13.3% (see table on page 38).

HUMAN RESOURCE COSTS

The salary and benefits costs of the GNWT public service is tracked for each calendar year. The first graph shows the breakdown of the Salary and Benefits costs for employees (including casuals). The second graph shows the paid leave as a percentage of net salary. The third graph shows paid leave with the breakdown of Annual, Statutory Holidays, Sick, Special and Other leave (includes maternity, parental, disability leave, winter bonus, etc.). These figures have remained essentially consistent with those of 2008 with a 2.4% increase overall. (Please refer to the table on next page for further details).


Salary and Benefits of Employees, 2009
Total Wages 6%
Total General Allowances 6%
Total Salary 68%
Total Pension and Health Care 16%
Total Other Benefits 4%





Salary and Benefit Costs of Employees

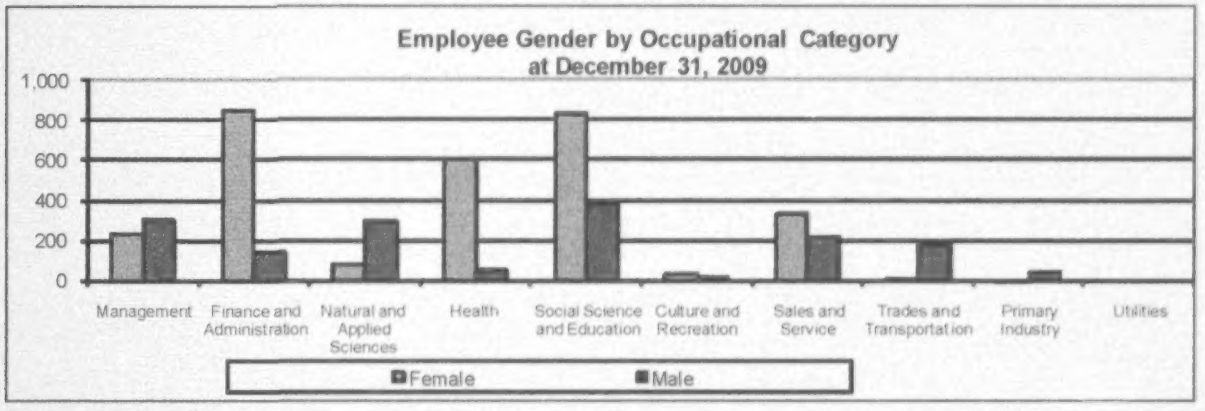
for year ended December 31

Costs	2009	2008	2007
Salary	$353,636,000	$349,203,000	$340,610,000
Total Salary	**$353,636,000**	**$349,203,000**	**$340,610,000**
Bilingual Bonus/Language Allowance	$539,000	$513,000	$491,000
Call-back	$2,599,000	$2,723,000	$2,576,000
Excluded and Senior Management Bonus	$869,000	$793,000	$1,292,000
Miscellaneous*	$2,656,000	$2,281,000	$2,309,148
Overtime	$19,072,000	$16,953,000	$15,981,000
Shift Premium	$1,651,000	$1,414,000	$1,398,000
Standby	$4,031,000	$3,904,000	$3,676,000
Teachers' Allowance	$1,563,000	$1,403,000	$1,284,852
Total Wages	**$32,980,000**	**$29,984,000**	**$29,008,000**
Education Allowance	$852,000	$1,240,000	$1,549,000
Northern Allowance	$30,982,000	$27,307,000	$25,551,000
Total General Allowances	**$31,834,000**	**$28,547,000**	**$27,100,000**
Canadian Pension Plan	$11,216,000	$10,637,000	$10,326,000
Dental	$3,416,000	$3,288,000	$3,292,000
Disability Insurance	$4,050,000	$4,052,000	$3,885,000
Employee Family Assistance Program	$422,000	$459,000	$324,000
Employment Insurance	$4,897,000	$4,707,000	$4,808,000
Maternity/Parental/Adoption Leave	$4,702,000	$3,931,000	$3,928,000
Public Service Health Care Plan	$4,417,000	$4,297,000	$3,869,000
Public Service Management Insurance Plan	$1,443,000	$1,396,000	$1,403,000
Superannuation	$46,401,000	$45,852,000	$44,100,000
Worker's Compensation Plan	$1,685,000	$1,442,000	$1,455,000
Total Pension and Health Care	**$82,649,000**	**$80,061,000**	**$77,390,000**
Medical Travel Assistance	$6,118,000	$5,499,000	$3,843,000
Professional Development/Training	$4,943,000	$5,824,000	$3,194,000
Removal In/Transfer	$2,872,000	$3,435,000	$2,758,000
Removal Out/Ultimate	$230,000	$121,000	$1,320,000
Severance Pay	$4,502,000	$4,519,000	$3,250,000
Total Other Benefits	**$18,665,000**	**$19,398,000**	**$14,365,000**
Grand Total	**$519,764,000**	**$507,193,000**	**$488,473,000**

*Miscellaneous includes allowances such as Instructor/Co-ordinator, Mentor, Nursing, Tool, and Uniform

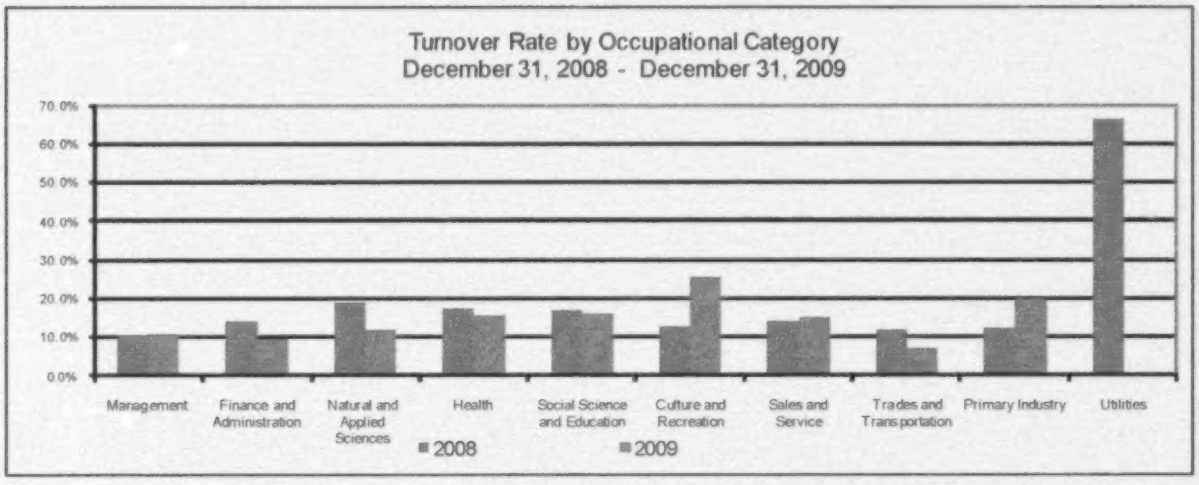
Identifying Critical Positions for Workforce and Succession Planning by Occupational Category

There was an increase of 29 positions and 43 employees from 2008 to 2009. This is an overall increase from 2008 of 0.5% for positions and 0.9% for Employees.



The employee gender by occupational category has remained consistent since 2008.

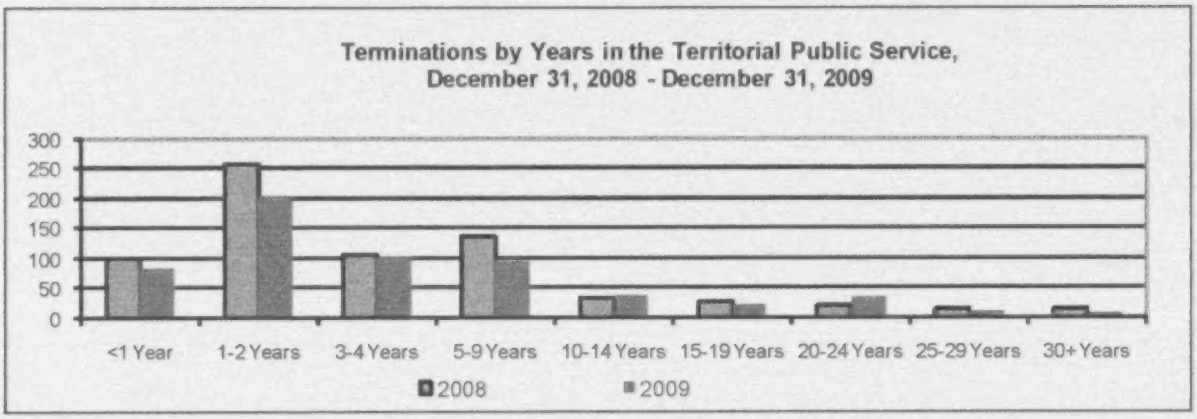
In 2008, the overall percent female and male occupational representation was 63.8% and 36.2%, respectively. In 2009 there was an increase of 0.7% in the female occupational representation and a decrease of 0.7% in the male occupational representation.



There was an overall decrease of 2.0% in the turnover rate from 2008 to 2009.

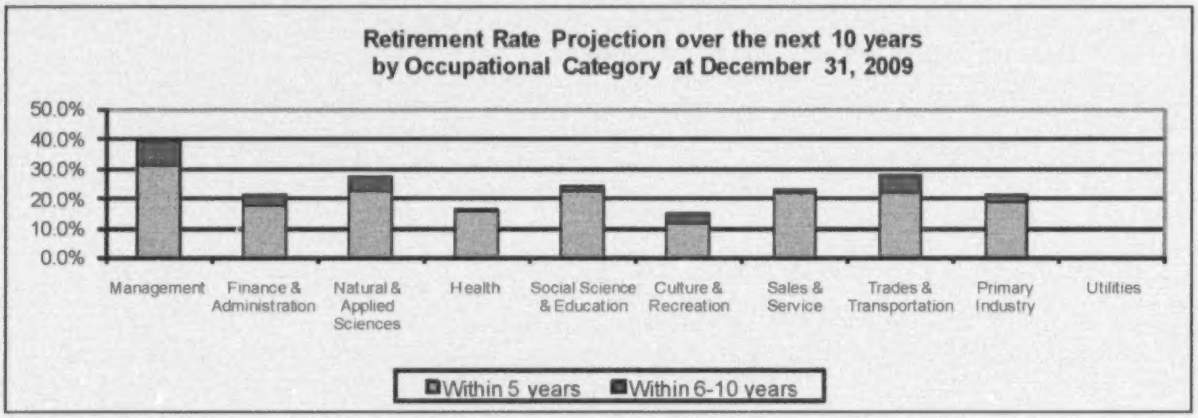
The graph may be misleading for Utilities, as its percentage, in 2008, was very high at 66.7%, but the number of employees who terminated was one.

PROJECTIONS OF POSSIBLE SUCCESSION PLANNING NEEDS AND POSSIBLE RETIREMENT IN OUR WORKFORCE



There was an overall decrease of 98 (13.8%) terminations by years of service from 2008 to 2009.

The turnover rate decreased from 15.3% in 2008 to 13.3% in 2009.



The projected retirements over the next 10 years has increased from 23.3% in 2008 to 25.4% in 2009.

RECRUITMENT AND RETENTION

Recruiting and training northerners is essential to building a strong, stable and representative public service. It is recognized that for some professions, recruitment of individuals from outside the public service is necessary in order to be able to provide vital programs throughout the North. Management and Recruitment Services implements recruitment strategies/initiatives designed to attract professionals to the North. Over the past 10 years, there has been a significant rise in movement within the GNWT as well as new hires from outside the GNWT.

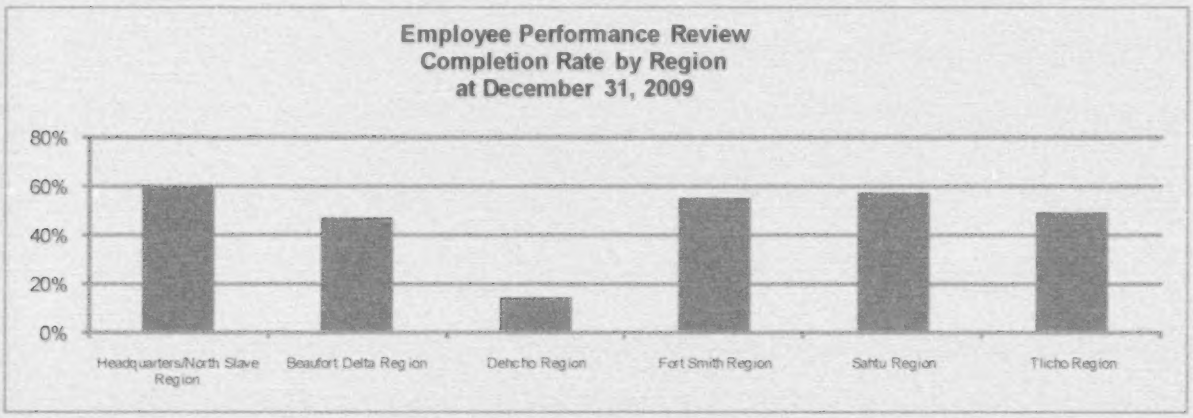
Employment Activities	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Hires/Rehires	409	741	798	728	596	914	813	708	677	668
Transfer Assignments	76	87	96	123	161	153	290	315	267	361
Promotions	59	68	100	80	67	93	164	132	122	113
Transfers	149	138	204	166	160	661	228	311	414	528
Terminations	552	593	547	562	588	561	619	688	709	611

Performance Management

In 20/20: A Brilliant North, NWT Public Service Strategic Plan, Goal 4 is committed to the creation of a Competency-Based Performance Management Program.

Competency-Based Performance Management frameworks use competencies as the basis for performance evaluation. Competencies are the skills, knowledge and abilities required to perform a role or roles in an organization however do not include technical skills or knowledge. Competencies are also used in the development of targeted training programs and the recruitment process. DHR will be defining three unique but integrated competency models for the GNWT. These are:

- One core/cross functional competency model that will apply to all employees of the GNWT
- One core Management (operational) competency model that will apply to supervisors and managers of the GNWT
- One core Leadership (strategic) model that will apply to senior leaders of the GNWT.



As this is a new graph for 2009, data is not comparable to previous years.

Affirmative Action Statistics

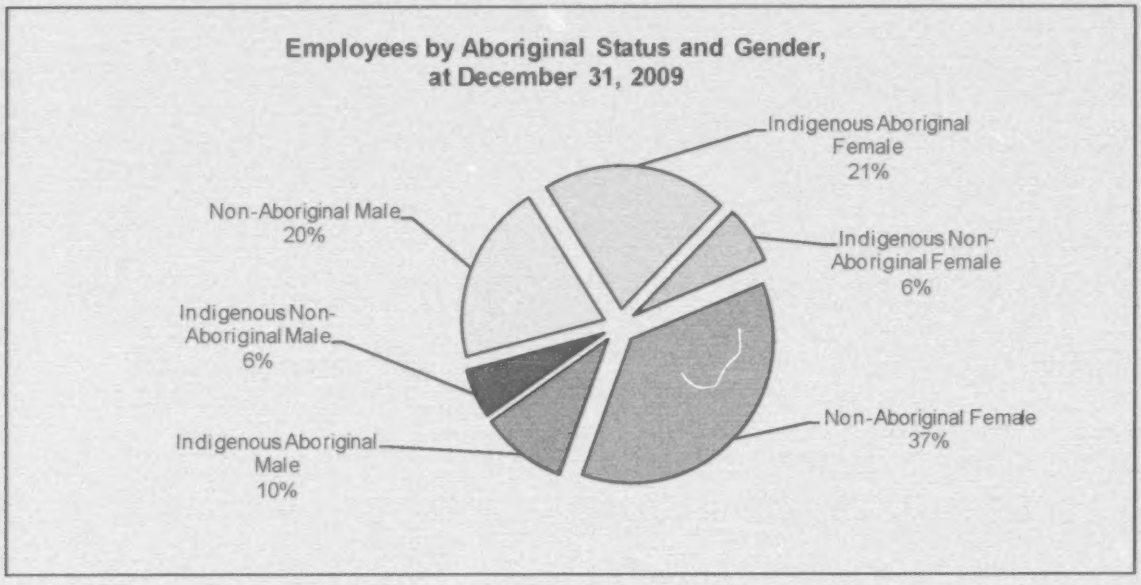
The GNWT is committed to having a public service that is representative of the population it serves. In 1989, the GNWT implemented the Affirmative Action Policy in an attempt to meet this goal.

The GNWT gives preference in employing the following groups:

- Indigenous Aboriginal Persons;
- Indigenous Non-Aboriginal Persons;
- Resident Persons with Disabilities;
- Resident Women in Senior Management; and
- Women in Non-Traditional Occupations.

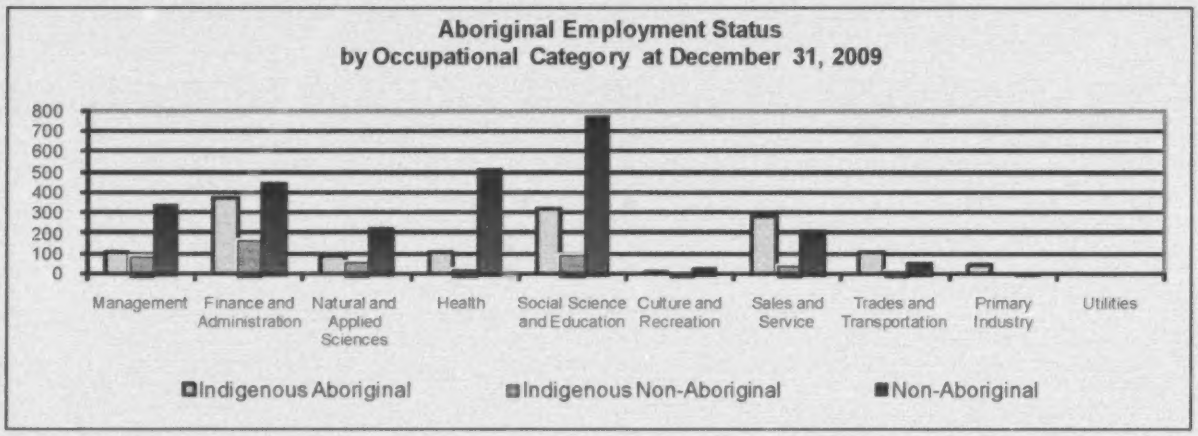
The DHR is responsible for interpreting and reviewing the policy's application in areas such as management and non-traditional occupations.

At the end of 2009, there were 1,431 Indigenous Aboriginal employees representing 31% of the public service. Women represented 38% of senior managers with 71 employees in senior management. There were 31% Indigenous Aboriginal senior managers which represented 16% of employees in senior management.

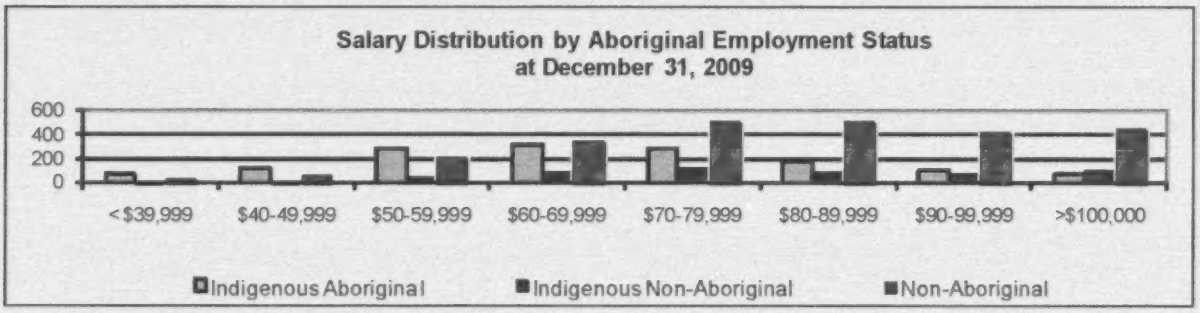

Employees by Aboriginal Status and Gender, at December 31, 2009
Indigenous Aboriginal Female 21%
Indigenous Non-Aboriginal Female 6%
Non-Aboriginal Female 37%
Indigenous Aboriginal Male 10%
Indigenous Non-Aboriginal Male 6%
Non-Aboriginal Male 20%

In 2008, the number of females and males in the public service were 2,917 and 1,655, respectively. In 2009 there was an increase of 59 females and a decrease of 16 males in the public service.

In 2008, the number of Indigenous Aboriginals, Indigenous Non-Aboriginals and Non-Aboriginals in the public service were 1,421, 535 and 2,616, respectively. In 2009, there was an increase of 10 Indigenous Aboriginals, an increase of 20 Indigenous Non-Aboriginals and an increase of 13 Non-Aboriginals in the public service.



In 2008, the number of Indigenous Aboriginals, Indigenous Non-Aboriginals and Non-Aboriginals in the public service were 1,421, 535 and 2,616, respectively. In 2009, there was an increase of 10 Indigenous Aboriginals, an increase of 20 Indigenous Non-Aboriginals and an increase of 13 Non-Aboriginals in the public service.



In 2008, the average salary for Indigenous Aboriginals, Indigenous Non-Aboriginals and Non-Aboriginals were $66,824, $81,661 and $80,058, respectively. In 2009, there was an increase of $1,922 for Indigenous Aboriginals, an increase of $2,373 for Indigenous Non-Aboriginals and an increase of $2,241 for Non-Aboriginals.

Employee Distribution by Community

at December 31, 2009

2009							
Community/Region	Total Employees	Indigenous Aboriginal Employees	% Indigenous Aboriginal Employees	Indigenous Non-Aboriginals	% Indigenous Non-Aboriginal Employees	Non-Aboriginal Employees	% Non-Aboriginal Employees
Detah	-	-	-	-	-	-	-
Lutselk'e	23	7	30%	1	4%	15	65%
Yellowknife	2,209	345	16%	425	19%	1,439	65%
Headquarters/North Slave	**2,232**	**352**	**16%**	**426**	**19%**	**1,454**	**65%**
Aklavik	57	24	42%	-	0%	33	58%
Fort McPherson	54	24	44%	-	0%	30	56%
Inuvik	495	169	34%	14	3%	312	63%
Paulatuk	22	7	32%	-	0%	15	68%
Sachs Harbour	9	2	22%	-	0%	7	78%
Tsiigehtchic	8	3	38%	-	0%	5	63%
Tuktoyaktuk	42	17	40%	1	2%	24	57%
Ulukhaktok	31	13	42%	-	0%	18	58%
Beaufort Delta Region	**718**	**259**	**36%**	**15**	**2%**	**444**	**62%**
Fort Liard	41	19	46%	-	0%	22	54%
Fort Providence	64	43	67%	4	6%	17	27%
Fort Simpson	211	112	53%	12	6%	87	41%
Hay River Reserve	22	9	41%	3	14%	10	45%
Jean Marie River	2	1	50%	-	0%	1	50%
Kakisa	2	-	0%	-	0%	2	100%
Nahanni Butte	6	4	67%	-	0%	2	33%
Trout Lake	12	10	83%	-	0%	2	17%
Wrigley	13	10	77%	-	0%	3	23%
Dehcho Region	**373**	**208**	**56%**	**19**	**5%**	**146**	**39%**
Enterprise	14	4	29%	8	57%	2	14%
Fort Resolution	42	26	62%	1	2%	15	36%
Fort Smith	494	246	50%	44	9%	204	41%
Hay River	283	120	42%	36	13%	127	45%
Fort Smith Region	**833**	**396**	**48%**	**89**	**11%**	**348**	**42%**
Colville Lake	9	3	33%	-	0%	6	67%
Deline	40	24	60%	-	0%	16	40%
Fort Good Hope	40	16	40%	-	0%	24	60%
Norman Wells	117	37	32%	3	3%	77	66%
Tulita	36	16	44%	-	0%	20	56%
Sahtu Region	**242**	**96**	**40%**	**3**	**1%**	**143**	**59%**
Behchoko	169	99	59%	3	2%	67	40%
Gamèti	14	6	43%	-	0%	8	57%
Wekweèti	7	3	43%	-	0%	4	57%
Whati	27	12	44%	-	0%	15	56%
Tłįcho Region	**217**	**120**	**55%**	**3**	**1%**	**94**	**43%**
Total GNWT	**4,615**	**1,431**	**31%**	**555**	**12%**	**2,629**	**57%**

Employee Distribution by Departments/Boards/Agency

as at December 31, 2009

	2009						
Departments/Boards/Agency	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Non-Aboriginal Employees**	**% Non-Aboriginal Employees**
Aboriginal Affairs and Intergovernmental Relations	43	11	26%	10	23%	22	51%
Aurora College	202	62	31%	13	6%	127	63%
Education, Culture and Employment	220	78	35%	32	15%	110	50%
Environment and Natural Resources	251	122	49%	43	17%	86	34%
Executive	54	9	17%	13	24%	32	59%
Finance	107	26	24%	22	21%	59	55%
Health and Social Services	131	24	18%	21	16%	86	66%
Human Resources	183	61	33%	48	26%	74	40%
Industry, Tourism and Investment	158	51	32%	28	18%	79	50%
Justice	493	148	30%	90	18%	255	52%
Legislative Assembly	29	6	21%	5	17%	18	62%
Municipal and Community Affairs	112	39	35%	30	27%	43	38%
Northwest Territories Housing Corporation	110	37	34%	16	15%	57	52%
Public Works and Services	244	83	34%	32	13%	129	53%
Transportation	282	103	37%	63	22%	116	41%
Total for Departments and Agencies	2,619	860	33%	466	18%	1,293	49%
Beaufort Delta Divisional Education Council	211	64	30%	4	2%	143	68%
Commission Scolaire Francophone de Division	37		0%		-	37	100%
Dehcho Divisional Education Council	104	44	42%	1	1%	59	57%
Sahtu Divisional Education Council	105	34	32%		-	71	68%
South Slave Divisional Education Council	205	60	29%	21	10%	124	60%
Tłı̨cho Community Services Agency - Education	115	58	50%		0%	57	50%
Total for Education Councils	777	260	33%	26	3%	491	63%
Beaufort Delta Health and Social Services Authority	226	59	26%	1	0.4%	166	73%
Dehcho Health and Social Services Authority	86	46	53%	3	3%	37	43%
Fort Smith Health and Social Services Authority	129	67	52%	3	2%	59	46%
Sahtu Health and Social Services Authority	65	26	40%		-	39	60%
Stanton Territorial Health Authority	482	50	10%	42	9%	390	81%
Tłı̨cho Community Services Agency - Health	75	44	59%		-	31	41%
Yellowknife Health and Social Services Authority	156	19	12%	14	9%	123	79%
Total for Health and Social Services Authorities	1,219	311	26%	63	5%	845	69%
Total of Public Service	**4,615**	**1,431**	**31%**	**555**	**12%**	**2,629**	**57%**

	2009						
Region	**Total Employees**	**Indigenous Aboriginal Employees**	**% Indigenous Aboriginal Employees**	**Indigenous Non-Aboriginal Employees**	**% Indigenous Non-Aboriginal Employees**	**Non-Aboriginal Employees**	**% Non-Aboriginal Employees**
Headquarters/North Slave	2,232	352	16%	426	19%	1,454	65%
Beaufort Delta Region	718	259	36%	15	2%	444	62%
Dehcho Region	373	208	56%	19	5%	146	39%
Fort Smith Region	833	396	48%	89	11%	348	42%
Sahtu Region	242	96	40%	3	1%	143	59%
Tłı̨cho Region	217	120	55%	3	1%	94	43%
Total	**4,615**	**1,431**	**31%**	**555**	**12%**	**2,629**	**57%**

Senior Management by Aboriginal Status

as at December 31, 2009

	2009						
Departments/Boards/Agency	**Total Senior Management Employees**	**Indigenous Aboriginals in Senior Management**	**% Indigenous Aboriginals in Senior Management**	**Indigenous Non-Aboriginals in Senior Management**	**% Indigenous Non-Aboriginals in Senior Management**	**Non-Aboriginals in Senior Management**	**% Non-Aboriginals in Senior Management**
Aboriginal Affairs and Intergovernmental Relations	6	-	-	2	33%	4	67%
Aurora College	8	1	13%	-	-	7	88%
Education, Culture and Employment	14	5	36%	2	14%	7	50%
Environment and Natural Resources	14	5	36%	6	43%	3	21%
Executive	12	1	8%	1	8%	10	83%
Finance	12	1	8%	4	33%	7	58%
Health and Social Services	9	1	11%	1	11%	7	78%
Human Resources	9	2	22%	4	44%	3	33%
Industry, Tourism and Investment	18	1	6%	6	33%	11	61%
Justice	12	1	8%	3	25%	8	67%
Legislative Assembly	5	1	20%	2	40%	2	40%
Municipal and Community Affairs	11	3	27%	3	27%	5	45%
Northwest Territories Housing Corporation	8	3	38%	2	25%	3	38%
Public Works and Services	10	2	-	2	20%	6	60%
Transportation	12	1	8%	2	17%	9	75%
Total for Departments and Agencies	160	28	18%	40	25%	92	58%
Beaufort Delta Divisional Education Council	3	-	-	-	-	3	100%
Commission Scolaire Francophone de Division	-	-	-	-	-	2	100%
Dehcho Divisional Education Council	-	-	-	-	-	1	100%
Sahtu Divisional Education Council	1	-	-	-	-	1	100%
South Slave Divisional Education Council	1	-	-	-	-	1	100%
Tłı̨cho Community Services Agency - Education	1	1	100%	-	-	-	-
Total for Education Councils	9	1	11%	-	-	8	89%
Beaufort Delta Health and Social Services Authority	4	-	-	1	25%	3	75%
Dehcho Health and Social Services Authority	2	1	50%	1	50%	-	-
Fort Smith Health and Social Services Authority	1	1	100%	-	-	-	-
Sahtu Health and Social Services Authority	2	-	-	-	-	2	100%
Stanton Territorial Health Authority	4	-	-	1	25%	3	75%
Tłı̨cho Community Services Agency - Health	2	-	-	-	-	2	100%
Yellowknife Health and Social Services Authority	5	-	-	-	-	5	100%
Total for Health and Social Services Authorities	20	2	10%	3	15%	15	75%
Total of Public Service	189	31	16%	43	23%	115	61%

	2009						
Region	**Total Senior Management Employees**	**Indigenous Aboriginals in Senior Management**	**% Indigenous Aboriginals in Senior Management**	**Indigenous Non-Aboriginals in Senior Management**	**% Indigenous Non-Aboriginals in Senior Management**	**Non-Aboriginals in Senior Management**	**% Non-Aboriginals in Senior Management**
Headquarters/North Slave	138	15	11%	33	24%	90	65%
Beaufort Delta Region	21	5	24%	1	5%	15	71%
Dehcho Region	6	3	50%	2	33%	1	17%
Fort Smith Region	16	6	38%	6	38%	4	25%
Sahtu Region	5	1	20%	1	20%	3	60%
Tłı̨cho Region	3	1	33%	-	-	2	67%
Total	189	31	16%	43	23%	115	61%

Non-Traditional Occupations by Gender

as at December 31, 2009

	2009				
Departments/Boards/Agency	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**	**Men in Non-Traditional Occupations**	**% of Men in Non-Traditional Occupations**
Aboriginal Affairs and Intergovernmental Relations	-	-	-	-	-
Aurora College	10	2	20%	8	80%
Education, Culture and Employment	4	2	50%	2	50%
Environment and Natural Resources	124	18	15%	106	85%
Executive	-	-	-	-	-
Finance	13	-	-	9	69%
Health and Social Services	7	3	43%	4	57%
Human Resources	4	2	50%	2	50%
Industry, Tourism and Investment	7	1	14%	6	86%
Justice	24	3	13%	21	88%
Legislative Assembly	1	-	-	1	100%
Municipal and Community Affairs	20	5	25%	15	75%
Northwest Territories Housing Corporation	18	2	11%	16	89%
Public Works and Services	123	14	11%	109	89%
Transportation	144	7	5%	137	95%
Total for Departments and Agencies	499	63	13%	436	87%
Beaufort Delta Divisional Education Council	2	-	-	2	100%
Commission Scolaire Francophone de Division	-	-	-	-	-
Dehcho Divisional Education Council	1	-	-	1	100%
Sahtu Divisional Education Council	1	1	100%	-	-
South Slave Divisional Education Council	0	-	-	-	-
Ɂcho Community Services Agency - Education	1	-	0%	1	100%
Total for Education Councils	5	1	20%	4	80%
Beaufort Delta Health and Social Services Authority	4	1	25%	3	75%
Dehcho Health and Social Services Authority	1	-	-	1	100%
Fort Smith Health and Social Services Authority	1	-	-	1	100%
Sahtu Health and Social Services Authority	-	-	-	-	-
Stanton Territorial Health Authority	12	3	25%	9	75%
Ɂcho Community Services Agency - Health	2	1	50%	1	50%
Yellowknife Health and Social Services Authority	4	1	25%	3	75%
Total for Health and Social Services Authorities	24	6	25%	18	75%
Total of Public Service	**528**	**70**	**13%**	**458**	**87%**

	2009				
Region	**Employees in Non-Traditional Occupations**	**Women in Non-Traditional Occupations**	**% of Women in Non-Traditional Occupations**	**Men in Non-Traditional Occupations**	**% of Men in Non-Traditional Occupations**
Headquarters/North Slave	237	42	18%	195	18%
Beaufort Delta Region	75	11	15%	64	15%
Dehcho Region	80	6	8%	74	8%
Fort Smith Region	97	7	7%	90	7%
Sahtu Region	23	3	13%	20	13%
Ɂcho Region	16	1	6%	15	6%
Total	**528**	**70**	**13%**	**458**	**87%**

Self-Declared Persons with Disabilities as at December 31, 2009

	2009		
Departments/Boards/Agency	**Total Employees**	**Self-Declared Persons with Disabilities**	**% Self-Declared Disabilites Persons with Disabilities**
Aboriginal Affairs and Intergovernmental Relations	43	-	-
Aurora College	202	1	0.5%
Education, Culture and Employment	220	1	0.5%
Environment and Natural Resources	251	1	0.4%
Executive	54	-	-
Finance	107	1	0.9%
Health and Social Services	131	-	0.0%
Human Resources	183	2	1.1%
Industry, Tourism and Investment	158	-	-
Justice	493	4	0.8%
Legislative Assembly	29	-	-
Municipal and Community Affairs	112	-	-
Northwest Territories Housing Corporation	110	2	1.8%
Public Works and Services	244	4	1.6%
Transportation	282	1	0.4%
Total for Departments and Agencies	2,619	17	0.6%
Beaufort Delta Divisional Education Council	211	-	-
Commission Scolaire Francophone de Division	37	-	-
Dehcho Divisional Education Council	104	-	-
Sahtu Divisional Education Council	105	-	-
South Slave Divisional Education Council	205	-	-
Tłı̨cho Community Services Agency - Education	115	-	-
Total for Education Councils	777	0	0.0%
Beaufort Delta Health and Social Services Authority	226	-	-
Dehcho Health and Social Services Authority	86	-	-
Fort Smith Health and Social Services Authority	129	1	0.8%
Sahtu Health and Social Services Authority	65	-	-
Stanton Territorial Health Authority	482	2	0.4%
Tłı̨cho Community Services Agency - Health	75	-	-
Yellowknife Health and Social Services Authority	156	1	-
Total for Health and Social Services Authorities	1,219	4	0.3%
Total of Public Service	4,615	21	0.5%

	2009		
Region	**Total Employees**	**Self-Declared Persons with Disabilities**	**% Self-Declared Disabilites Persons with Disabilities**
Headquarters/North Slave Region	2,232	13	0.6%
Beaufort Delta Region	718	2	0.3%
Dehcho Region	373	2	0.5%
Fort Smith Region	833	4	0.5%
Sahtu Region	242	-	-
Tłı̨cho Region	217	-	-
Total	4,615	21	0.5%

Employee Accession and Turnover as at December 31, 2009

	2009	
Department/Council/Authority	**Percentage Accession**	**Percentage Turnover**
Aboriginal Affairs and Intergovernmental Relations	10.0%	2.5%
Aurora College	16.2%	16.7%
Education, Culture and Employment	13.9%	11.1%
Environment and Natural Resources	9.9%	12.7%
Executive	5.1%	18.8%
Finance	8.7%	15.4%
Health and Social Services	10.7%	11.5%
Human Resources	13.7%	8.0%
Industry, Tourism and Investment	9.2%	11.0%
Justice	8.9%	13.1%
Legislative Assembly	29.1%	10.9%
Municipal and Community Affairs	10.3%	14.6%
Northwest Territories Housing Corporation	19.5%	11.7%
Public Works and Services	11.2%	9.1%
Transportation	14.1%	9.4%
Beaufort Delta Divisional Education Council	22.2%	18.8%
Commission Scolaire Francophone de Division	38.2%	29.4%
Dehcho Divisional Education Council	16.1%	17.1%
Sahtu Divisional Education Council	18.9%	16.0%
South Slave Divisional Education Council	17.8%	15.8%
Tłįcho Community Services Agency - Education	13.9%	15.6%
Beaufort Delta Health and Social Services Authority	26.0%	21.1%
Dehcho Health and Social Services Authority	14.0%	14.0%
Fort Smith Health and Social Services Authority	18.8%	16.4%
Sahtu Health and Social Services Authority	15.4%	10.8%
Stanton Territorial Health Authority	15.7%	11.5%
Tłįcho Community Services Agency - Health	17.2%	14.6%
Yellowknife Health and Social Services Authority	12.9%	8.4%
Overal Average	**14.5%**	**13.3%**

	2009	
Region	**Percentage Turnover**	**Percentage Turnover**
Headquarters/North Slave Region	13.5%	11.7%
Beaufort Delta Region	20.4%	18.9%
Dehcho Region	13.1%	14.2%
Fort Smith Region	12.4%	12.4%
Sahtu Region	16.5%	12.0%
Tłįcho Region	14.8%	14.4%
Overall Average	**14.5%**	**13.3%**

Definitions and Notes

Indigenous Aboriginal Persons means those persons who are descendants of the Dene, Inuit or Métis people, indigenous to the present boundaries of the Northwest Territories and includes any aboriginal persons resident at birth pursuant to Section 7.1 of the *Vital Statistics Act* and any Canadian aboriginal persons who have lived more than half of their life in the Northwest Territories.

Indigenous Non-Aboriginal Persons are non-aboriginal persons born in the Northwest Territories or who have lived more than half their life in the Northwest Territories.

Senior Management refers to those positions with a four-digit National Occupation Classification (NOC) code starting with 00. These are Deputy Minister, Assistant Deputy Minister, Director and Superintendent level positions.

Resident Women are females who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition.

Non-Traditional Occupations are occupations where 70% or more of the incumbents are male and there are ten or more incumbents (male or female) in the occupation.

Resident Disabled Persons (self-declared) are persons who are living in and have lived in the Northwest Territories for at least one year immediately prior to applying on a competition and who are at a disadvantage because of a medically certified learning, mental, emotional or physical disability where the disability handicaps the person in taking advantage of employment, training and career advancement opportunities. A person without such a disability would not encounter these difficulties.

Performance management advice, guidance and tools are available for managers and supervisors to assist them in effectively managing their workforce. Performance management is an ongoing process that establishes a work environment that supports employees in performing to the best of their abilities.

Effective performance management integrates individual planning and performance with the goals of the organization and includes a number of components such as defining performance objectives, performance appraisals, recognition of performance, and identifying individual development needs.

APPENDIX

Directorate

The Directorate provides leadership and direction to the Department. The Directorate also provides strategic human resource advice to the Minister as well as to Deputy Ministers and Deputy Heads across the GNWT.

Given the Department's role as a shared service provider on behalf of the GNWT, the Directorate coordinates the guidance, input and direction from the Deputy Ministers' Human Resources Committee (DMHRC). Established under the authority of the Senior Management Committee of Deputy Ministers, the DMHRC oversees the corporate management of the GNWT's human resource framework, to ensure alignment and integration with the Government-wide business objectives.

Strategy and Policy

The Human Resources Strategy and Policy division is responsible for government-wide human resource management strategies, legislation, policies, guidelines and practices as well as quality assurance services to ensure consistent and fair application of the legislation, policies and guidelines. It is also responsible for government-wide human resource communications and management of the Human Resources Information System (HRIS). The Division also provides research and analysis, records management and financial planning to the Department.

Management and Recruitment Services

The Management and Recruitment Services Division is responsible for the provision of general front line human resource services to management that support recruitment and retention of qualified, competent and representative public service. Front line human resource services include recruitment, labour relations advice, job description preparation, employee development and support for human resource planning and employee recognition for all GNWT managers.

The division is also responsible for specialized recruitment of allied health professionals in all regions. The unit recruits health care professionals for the seven health authorities; as well as all other recruitment in Yellowknife as well as providing advice and support to guide recruitment in the regions. The unit also ensures consistency in the level of service and quality of advice provided to the GNWT while at the same time offering creative and flexible alternatives to recruitment and retention challenges.

Corporate Human Resources

The Corporate Human Resources Division is responsible for the provision of human resource management planning frameworks and strategic support services across government. It coordinates labour relations, organizational planning and design, job evaluation, employee development and workforce planning as well as approaches to strategic recruitment.. Further, it strives to provide a comprehensive and clear framework of terms and conditions of employment that is broadly used and understood; promotes harmonious labour management relations; results in fair and consistent treatment of staff; promotes productive work environments; and results in high service and ethical standards within the Public Service.

Employee Services

The Employee Services Division is responsible for processing pay for all fulltime, part-time and casual employees of the GNWT, including Departments, Health Authorities, Divisional Education Councils and the NWT Housing Corporation. It also provides benefits administration, including medical travel, for all GNWT employees in Headquarters.

The Division provides advice, assistance and counseling to all GNWT employees on retirement, survivor pension benefits, and long-term leaves, such as maternity and parental leave, education leave and deferred salary leave. Employee benefits also include medical and dental plans, and medical travel. The Division is the contact point for the day-to-day operational issues with Superannuation, the Public Service Health Care Plan (PSHCP), and Green Shield (the dental provider). The Division is responsible for the management of Headquarters employee life cycle information and works to provide these services in an accurate, consistent and timely manner to ensure employees are receiving their pay and benefits within the legislation policies and agreements that establish the terms of employment.

Regional Client Service Centres

The DHR has 5 regional offices located in Inuvik, Norman Wells, Fort Simpson, Hay River and Fort Smith. These offices provide front line operational support on the full range of human resource programs and services to regional staff.

The Helpdesk has been decentralized to Inuvik and provides GNWT wide support and assistance to clients who are encountering issues within the purview of the Department. As the first and primary point of contact with users, the performance of the Helpdesk has the largest direct impact on the users' perception of the DHR, and is critical to establishing a positive experience for the user.

Organizational Chart